

H\Y_`U`K]hhY. ' < Y`X]b`XYf @YVYbga]hhY`fYhhi b[`]b` ;]Z\ cfb`°

H\Y_`U`K]hhY`fYhhi]b` ;]Z\ cfb`@YVYbga]hhY`Xi fW
: ccXg\Uf]b[`i bX`Yb[U[]Yfh'g]W` [Y[Yb`J YfgW`k YbXi b["
9\fybUa h]W`Y`k UW`gYbž`J YfUbgU`hi b[Yb`gh`f`_Yb`XUg
6Yk i gghgY]b"



;]Z\ cfbž`8Yi hgW`UbX`!`#` ;]Z\ cfbž`k c`XYf` ; YXUb`_Y`XYg
VYk i gghYb`?cbgi a]Yfybg`hU[h`[`]W` [fc» [YgW`f]YVYb`k]fXž
Yb[U[]Yfh'g]W` H\Y_`U`K]hhY`Y]XYbgW`Už`]W`VY]a` : ccXg\Uf]b["
=>fy`A]gg]cb3`@YVYbga]hhY`fYhhi b[`]a`k U\ fghYb`G]bbY`XYg
K cfhYg" <]Yf`c`h'g]Y`b]W`h] YfnY\fhY`BU\fi b[ga]hhY`j cb
Fi a a Y`VYgi W`Yfb`UV`i bX` []Vh`X]YgY`_cghYb`cg`k Y]hYf"8Ug`]gh
i a gc`k]W`h[Yfž`XU]a` >U\ f`&\$&&`U`Y]bY`]b`8Yi hgW`UbX`fi bX
, \$\$"\$\$\$`HcbbYb`@YVYbga]hhY`]a`A Ø`U`bXYhYbž`k]Y`XUg
GhU]gh]gW`Y`6i bXYgUa h`VYf]W`hYh"9g`]gh`U`gc` \ØW`gh`Ub`XYf`NY]hž
U_hj`ni`k YfXYbž`i bX`XUg`a UW`h`K]hhY`a]h`6fUj`i`f"

6Yfy]hg`gY]h]]Yf`>U\fyb`]gh'g]Y`HY]`XYg : ccXg\Uf]b[!HYUa`g`]b

;]Z\cfbžXUg'i bhYf'ghfYb[Yb' < m[]YbYfY[Y'b'Zf]gW\Yg'CVghž
; Ya ØgY'i bX'UbXYfY'@YVYbga]hhY`UV\c`h"8]Y'D`UhhZcfa
ZccXg\Uf]b["XY'j YfbYhnh'XUVY]'@YVYbga]hhY`fYhhYfž'X]Y'gck c\`
df]j Uh'U'g'Ui W\ [Yk YfV`]W\ @YVYbga]hhY`UV[YVYb`_ÖbbYb"8]Y
5V\c'i b['j]b'6Yhf]YVYb`]gh'XUVY]'b]W\h'c\`bY' < ØfXYb. '9]b'E i]n'i bX
gdYn]Y`Y'GW\i`i b[Yb'g]bX'YfZcfXYf`]W\ž'i a`g]W\Yfni ghY`YbžXUgg
U`Y'6YhY]'[hYb'`Y]b'[i hYg' < ÅbXW\Yb`ZØf`X]Y
@YVYbga]hhY`fYhhi b[`UVYb"

9]b`B Yhnk Yf_`XYf`@YVYbga]hhY`g]W\Yf\Y]h

H\Y_`U`K]hhY`\Uh'a]hhYfk Y]Y`Y]b`BYhnk Yf_`Ui Z[YVUi hž'XUg`b]W\h
bi f'5VbY\`a Yf`Ui gfY]W\YbX'j Yfgcf[hž'gcbXYfb`Ui W\`g]W\YfghY`hž
XUgg`X]Y`?Ø\`_YhhY`Y]b[Y\U`hYb`k]fX"6Y]j YfgW\]YXYbYb
JYfUbghU`hi b[Yb`]b';]Z\cfbž'k]Y`XYa`K Y]\bUW\hga Uf_`h'cXYf
XYa`5`hghUXhZ'ghž'nY][h'g]W\`X]Y`9ZY`_hj]hÅh]\fYf'5fVY]h"8 Ug`N]Y`
j cb': ccXg\Uf]b['j]gh'Ygž'g]W\`gY`Vgh'ØVYfZØgg][`ni`a UW\Yb`ž
Yf_`Åfh'K]hhY`i bX'Yf[Åbnhž'XUgg`a Y\`f'j Yf`Ågg]W\Y`: fY]k]`][Y
[Yk ØbgW\h'g]bXž'i a`XUg`9b[U[Ya Ybh']b`XYf`F Y[]cb`k Y]hYf\]b`ni
ghÅf_`Yb"

8 Ug': ccXg\Uf]b[!9\fYbUa`h'b]a`a`h'b]W\h'bi f`VY]`XYf
@YVYbga]hhY`fYhhi b[ž'gcbXYfb`Ui W\`]b`XYf`6]`Xi b[gdc`]h]_`Y]bY
VYXYi hYbXY`F c``Y`Y]b"K]hhY`g]Y\`h]\fY`HÅh][_Y]h`U`g
V]`Xi b[gdc`]h]gW\Yb`5i ZhfU[`ni f`GYbg]V`]g]Yfi b[`ZØf`X]Y`YfbghYb
H\Ya Yb'fi bX'i a`@YVYbga]hhY`j YfgW\k YbXi b["8UVY]'j]gh
: ccXg\Uf]b[`Vi bXYgk Y]h'a]h'UbXYfYb`b]h]Uh]j Yb'j Yfghf]W`hž'X]Y
Å\`b`]W\Y`5b`]Y[Yb'j YfZc`[Yb. 'XUg`6Yk i gghgY]b`ZØf`B UW\`U`h][_Y]h
i bX`F Yggci fW\bgW\cbi b[`ni`ZØfXYfb"

8]Y`< YfUi gZcfXYfi b[Yb`XYf

@YVYbga]hhY`fYhhi b[

8cW\`k`c`@W\h']ghž'XU'[]Vh'Yg`VY`_Ubbh]W\`Ui W\`GW\UhhYb"J]Y`Yž
X]Y`g]W\`a]h'XYa`H\Ya U`@YVYbga]hhY`fYhhi b[`VYZUggYbž
dfcV]YfYb`cZi'XUg`7cbhU]bYfb`Ui gž'Y]bY`fYW\h]W\`dfcV`Ya Uh]gW\Y
A Yh\cXYž`VY]'XYf`@YVYbga]hhY`Ui g`5VZU``W\`b]hU]bYfb`j`cb

Gi dYfa Åf_hYb`Ybhbca a Yb`k YfXYb"<]YfVY]`V`Y]Vh`XYf`5VZU`
`Y[U`9][Ybhi a `XYg`i bhYfbY\`a Ybgž`i bX`X]Y`A]hbU\`a Y`_Ubb`U`g
8]YVghU\`i[Yk YfhYh`k YfXYb" `@Y[U`]gh`YXcW`X]Y`F ØW_ZØ\`fi b[
j cb`ØVYfgW`Øgg][Yb`BU\`fi b[ga]hhY`b`ØVYf`D`UhhZcfa Yb`k]Y
: ccXg\`Uf]b[ž`X]Y`Ui W`Ui ZX]Y`Ni gUa a YbUfVY]h`a]h
l bhYfbY\`a Yb`i bX`gcn]U`Yb`9]bf]W`hi b[Yb`gYhmYbž`i a `<i b[Yf
i bX`J YfgW`k YbXi b[`i`Y]W`nY]h][`ni`VY_`Åa dZYb"

8]Y` : ccXg\`Uf]b[!6Yk Y[i b[`U`h`g]W`a]hh`Yfk Y]`Y`ni`Y]bYf
7ca a i b]hm`Ybhk]W`Y`hž`X]Y`A]`cbYb`?`]c[fUa a `@YVYbga]hhY`
`Å\`f`]W`fYhhYh`A]h`b]h]Uh]j Ybž`K cf_g\`cdg`i bX`Y]bYa `ghUf`_Yb
gcn]U`Yb`A]hY]bUbXYf`ghÅf`h`X]Y`6Yk Y[i b[`b]W`h`bi f`XYb
l a k Y`hgW`i hmž`gcbXYfb`Ui W`XYb`gcn]U`Yb`Ni gUa a Yb\`U`h`8 Ug
N]Y`3`9]bY`fUX]_U`Y`A]b]a]Yfi b[`j cb`@YVYbga]hhY`j YfgW`k YbXi b[
i bX`X]Y` : ØfXYfi b[`Y]bYg`bUW`\`U`h][Yb`@YVYbggh`g`9g`[]Vh`j]Y`ni
hi bž`i bX`YXYf`_Ubb`gY]bYb`HY]`XUni`VY]hfU[Yb"

Gc`V`Y]Vh`ZYghni \`U`hYb.`b`NY]hYb`ghY][YbXYf
@YVYbg\`U`hi b[g_cghYb`i bX`k UW`gYbXYf`gcn]U`Yf`i b[`Y]W`\`Y]h]gh
XUg`Y\`fYbUa h]W`Y`9b[U[Ya Ybh`k]Y`XUg`j cb`K]hhY`k]W`h][Yf
XYbb`Y`B]W`h`bi f`]b` ;]Z`c`fbž`gcbXYfb`ØVYfU`i]b`8Yi hgW`\`UbX`i]gh
Y]bY`J YfÅbXYfi b[`ja`6Yk i gghgY]b[`YZcfXYfh`i`i bX`YXYf`_Ubb
XUni`VY]hfU[Ybž`XUgg`k Yb][Yf`Ui ZX]Ya `A Ø`UbbXYh`8Ybb
[Yb]Y» VUfY`@YVYbga]hhY`g]bX`Y]bY`k Yfhj c`Y`F Yggci fW` ž`gc`X]Y
, VYfnYi [i b[`j cb` : ccXg\`Uf]b["

: Øf`a Y\`f`bZcfa Uh]cbYb`ni f`@YVYbga]hhY`g]hi Uh]cb`]b
8Yi hgW`\`UbX`i bX`XYb`<YfUi gZcfXYfi b[Yb`XYf
@YVYbga]hhY`fYhhi b[`Ya dZY\`Yb`k]f`Y]bYb`6`]W`_Ui ZX]Y
6Yf]W`hYfghUhi b[`j cb`K 5N`C b`]bYž`X]Y`c`_U`Y`DYfgdY`_hj Yb
bÅ\`Yf`VY`Yi W`hYhž`gck]Y`Ui ZX]Y`i a ZUggYbXY` , VYfg]W`h`j cb`K 8F
i bX`Y]b`gdUbbYbXYg`DcfhfÅh`XYg`J YfY]bg`Ui Z`<ci`]<YU`h`"

8YhU]`g	
C fh	;]Z`c`fbž`8Yi hgW`\`UbX
E i Y`Yb	<ul style="list-style-type: none"> • k k k "k Un!cb`]bY"XY • k k k %"k Xf"XY

8YhU]`g

- \ci `]\YU`h\"XY

6Ygi W\Yb`G]Y`i bg`Ui Z.`X]Y!bUW\ f]W\ hYb"Wca